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ABSTRACT

The Urban Internship Program has been established to recruit and train above average graduate and undergraduate students to fill program leadership positions in the Department of Housing and Urban Development (HUD). The program provides orientation to major HUD programs to integrate the intern into the work force quickly and effectively and accelerate his professional development. This guide describes the training process, trainee selection, sponsor selection and function, training committees, and trainee responsibilities. Training plan and evaluation forms are appended. (BH)

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URBAN INTERN TRAINING

November 1970

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A HUD HANDBOOK

VT016194

U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

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FOREWORD

The thoroughness, breadth, and ultimate success of the Urban Intern Training Program will be reflected in the quality of the management and direction of HUD programs in the years to come. Because of the wide diversity of professional and technical backgrounds of urban interns and the different training situations that exist at both central office and field locations, this handbook does not attempt to give precise operating instructions to deal with every situation. It is designed rather to outline the objectives of the program and to provide guidance to the people associated with it.

TABLE OF CONTENTS

Paragraph		Page
	CHAPTER 1. INTRODUCTION	
1.	Purpose of the Urban Intern Training Program	1
2.	Responsibility	1
3.	Urban Intern Selection	2
4.	Urban Intern Plan	2
5.	Training Period	2
6.	Eligibility for Training	3
7.	Exclusions	3
	CHAPTER 2. TRAINING THE INTERN	
8.	Introduction	5
9.	Steps in Core Training	5
10.	Timetable	6
11.	Rotational Assignments	7
12.	Geographic Rotation	7
13.	Other Features of Core Training	7
14.	Urban Intern Seminar Series	7
15.	Intern Participation	8
16.	Additional Training Possibilities	9
17.	Relationship to Other Formal Training	9
	CHAPTER 3. THE FUNCTION OF THE SPONSOR	
18.	Selection of Sponsors	11
19.	Sponsor's Preparation	11
20.	The Importance of the Sponsor's Function	11
21.	The Sponsor's Job in Guiding the Intern	12
22.	Rotational Assignments	12
23.	Reading Materials	12
24.	Reviewing Written Reports	13
25.	Evaluating the Intern	13
26.	Written Evaluations	13
	CHAPTER 4. INTERN TRAINING COMMITTEES	
27.	Composition	14
28.	Review of Proposed Rotational Assignment Schedules	14
29.	Intern Evaluation	12

Paragraph		Page
30.	Objectives of Evaluation	14
31.	Results of Evaluation	15
32.	Action on Evaluation	15

CHAPTER 5. THE INTERN'S OBLIGATIONS

33.	Introduction	17
34.	Summary of Requirements for Satisfactory Completion of Internship	17

APPENDIXES

1.	Urban Intern Training Plan	(HUD Form 141B)	1
2.	Urban Intern Evaluation	(HUD Form 141A)	1

URBAN INTERN TRAINING PROGRAM

CHAPTER 1. INTRODUCTION

1. PURPOSE OF THE URBAN INTERN TRAINING PROGRAM. The Urban Intern Training Program has been established to attract, select, train, and develop promising young people to fill program leadership positions in the Department. Urban intern training provides orientation to major HUD programs, and to the interrelationships of these programs to those of other Federal agencies and the urban complex as a whole. It is designed to integrate the intern into the work force quickly and effectively and to provide for his accelerated professional development.

2. RESPONSIBILITY. Basic responsibility for HUD-wide administration of the Urban Intern Training Program rests with the Director of Personnel who is assisted in carrying it out by:

   a. The Departmental Urban Intern Coordinator in the Office of Personnel who has overall responsibility for the administration of a coordinated HUD program to recruit, train, evaluate, and place urban interns. He provides guidance and advisory service to Regional Intern Coordinators and is responsible for the continuing evaluation of regional intern programs. In administering the Central Office program, he directs and coordinates the recruitment, training, rotational scheduling, counseling and final placement of qualified urban interns.

   b. The Employee Development and Training Division which has responsibility for ensuring that the quality of training given urban interns meets the high standards of the Department; for advising the Director of Personnel and the Departmental Urban Intern Coordinator on these standards; for being cognizant on a continuing basis of the caliber of the training given urban interns; and for making recommendations to ensure that the training is of a high quality.

   c. Intern Training Committees, established in the Central Office and the regional offices of the Department, which evaluate the individual intern training plans submitted by sponsors, the progress of each intern during training, and the overall effectiveness of the Urban Intern Training Program. The composition of the committees is described in Paragraph 27 of this handbook.

   d. The Regional Intern Coordinators, designated by the Regional Administrators, who are responsible for the operations of the program in the regional offices. They carry out their responsibilities in accordance with the provisions of this handbook and the professional advice of the Departmental Intern Coordinator and the regional Personnel Officer.

e. Sponsors, who provide guidance to interns on an individual basis as coaches, confidants and advisors. Sponsors are selected as described in paragraph 18 of this handbook. Normally the sponsor is the intern's supervisor who plans and assigns work, evaluates work performance and assists in individual on-the-job training.

f. Interns who are responsible for performing effectively for the Department in combined working-learning situations.

3. URBAN INTERN SELECTION. Urban interns are selected from among the best that universities and colleges have to offer and from among employees of the Department by program managers and supervisors. They fill positions classified at GS-5, GS-7 and GS-9. The Department seeks out students at both the graduate and undergraduate levels with better-than-average academic records and a background of campus leadership and participation in extracurricular activities. It offers, too, opportunities for participation to employees of the Department who can meet the high standards of the program. Employees who are interested in being considered for the Urban Intern Training Program must be selected for entrance to the Urban Intern Training Program under the same high standards that are used to select candidates from outside the Department. Selection as an urban intern is documented on an SF-50 by the use of a parenthetical title (Urban Intern) following the classification title.

4. URBAN INTERN PLAN. Urban internship is largely on-the-job training supplemented by assigned readings, seminar meetings, rotational work assignments, and, in some instances, after-hours academic study. Normally, each intern is assigned to a position in a specific organization unit for which his education and experience qualify him. At his "home base" he performs in a regular job during his internship.

5. TRAINING PERIOD. The minimum length of the internship for all interns is one year. The beginning date of the internship is the entrance-on-duty date, or, in the case of employees already on the rolls, the date of the personnel action placing the employee in intern status. The Intern Training Committee may extend the length of the training period in individual cases as described in paragraph 31.

6. ELIGIBILITY FOR TRAINING. Selection for urban internship is made from quality graduates with education in any of the major technical and professional fields relating to the work of the Department and from employees of the Department. In those fields for which there are specialized occupational Civil Service examinations, candidates must qualify by passing the appropriate Commission examination. All others must qualify by passing the Federal Service Entrance Examination.

7. EXCLUSIONS. Beginning level attorneys in the Central Office and regional offices are not required to meet urban intern training requirements. They are to have a separate training program.

CHAPTER 2. TRAINING THE INTERN

8. INTRODUCTION. Training of interns in the Department is accomplished through a core program which includes elements common to the training of all interns, supplemented by special occupational or organizational training programs for interns who are to receive specialized training.

9. STEPS IN CORE TRAINING. The training of interns in the Department involve the following principal steps:

   a. Orientation. The orientation of the intern has two facets. One is to orient him to the general objectives and administrative details of the Urban Intern Training Program. The other is to indoctrinate him concerning HUD programs and organization. Ideally both types of orientation are accomplished during the first two weeks after an intern enters on duty.

   b. Target Assignment. This orientation is followed by a four-month productive work assignment in the organization to which the intern is assigned, designed to introduce him to the challenges of the work of that organization and to serve as a transition from academic life to the working environment.

   c. Regular Rotational Assignment. The intern is given a minimum of twelve weeks on rotational assignments outside the organization to which he is assigned that provides him with broad exposure in at least two major program areas. Major programs areas for the purposes of this handbook are the following:

      (1) Organizational entities under an Assistant Secretary;

      (2) Staff offices and the Federal Insurance Administration under the Secretary;

      (3) Organizational entities under an Assistant Regional Administrator; and

      (4) Staff offices under the Regional Administrator.

   d. Geographic Rotation. Each urban intern assigned to a regional office is to be given a four-week assignment in the Central Office and each Central Office intern is to be given a four-week assignment in a regional office.

10. TIMETABLE. Arrangements for core training are made according to the following typical schedule:

90 days before EOD	Identification of intern job by operating officials. Sponsors recommended to Under Secretary and Regional Administrators (See paragraph 18).
30 days before EOD	Sponsors' briefings by training officers and intern coordinators.
15 days after EOD	Orientation on the Urban Intern Training Program by intern coordinators or training officers completed. Orientation on HUD programs by operating officials completed unless it is impractical because of variations in interns' EOD dates. In such cases delay of this phase of orientation may not exceed 60 days after EOD.
2 months after EOD	Regular rotational assignment schedule due the Intern Training Committees from sponsors.
3 months after EOD	Rotational schedule approved or amended by Intern Training Committees.
4½ months after EOD	Regular rotational assignment begins for intern.
4½ months after EOD	Sponsors' written evaluation due the Interr Training Committees.
5 months after EOD	Committees' evaluation due.
9 months after EOD	Regular rotational assignments and geographic rotation completed by intern.
9½ months after EOD	Sponsors' written evaluation due the Intern Training Committees.
10 months after EOD	Committees' evaluation due.
11 months after EOD	Committees recommend interns' separation reassignment or continuation to Director of Personnel or Regional Administrators.
12 months after EOD	End of internship and promotion.

11. ROTATIONAL ASSIGNMENTS. While no maximum limit has been set, all interns are to spend a minimum of twelve weeks on rotational assignments in at least two of HUD's major program areas outside the organization of his target assignment. These assignments should afford the intern opportunities for looking at other program areas and operations in greater depth than is possible under normal job circumstances. The assignments to each of the two major program components must last at least four weeks and be designed to add to the intern's understanding of the inter-relationships of HUD programs.

12. GEOGRAPHIC ROTATION. The Departmental Intern Coordinator has responsibility for coordinating the geographic rotation of the Central Office interns to the regions and the regional office interns to the Central Office.

13. OTHER FEATURES OF CORE TRAINING. In addition to the requirements described above, the following elements, most of which are described in greater detail in subsequent paragraphs in this handbook, are a fundamental part of core training:

    a. Urban intern seminar series

    b. On-the-job training

    c. Sponsorship by a senior staff member

    d. Required reading

    e. Written reports (see paragraphs 24 and 26)

    f. Periodic evaluation of intern progress and program effectiveness

    g. One-year training period

14. URBAN INTERN SEMINAR SERIES. Three months after the majority of urban interns have entered on duty, the intern coordinator, training officers, or other designated officials will begin urban intern seminars to provide interns with greater knowledge of the relationships between HUD programs and urban problems as a whole. Initially the seminars are to be planned for the interns, but the responsibility for planning and executing them should gradually be shifted to the intern group, described in paragraph 15, under guidance of the staff member designated to be responsible for the seminar. These seminars should:

a. Use a variety of group methods such as: workshops, press-conference formats, small group discussions, simulations, case studies and, to a limited degree, lecture-discussions.

b. Be designed to see that the methods relate meaningfully to each other.

c. Encourage frank comments and discussion.

d. Be held at least twice a month for at least seven months.

All urban interns with the exception of those on leave, in travel status, or on local rotation outside of HUD are expected to attend the seminars.

15. INTERN PARTICIPATION. It is important that the Department have the benefit of the thinking and ideas of each intern group on matters of general interest and concern to the interns. Such ideas should include suggested steps for improving the program and more effective and rapid development of the interns. It is also important to provide a channel for making the suggestions of interns available for direct consideration by management. The intern coordinators are responsible for seeing that interns' suggestions are given consideration at an appropriate level in the Department including the Secretary's and the Regional Administrator's level.

a. Selection of Representatives. To facilitate intern participation the interns in the Central Office and each regional office will select representatives for each respective intern group. These representatives will meet, on a weekly basis for the first six months, with the intern coordinators to make suggestions, recommendations and discuss matters of mutual interest.

b. Representatives' Meetings. Since such meetings contribute to the general training and development of interns these meetings will be held during working hours. The intern coordinator and the representatives may decide from time to time that it is to the best interest of the intern program to have a group meeting in addition to the regular or formal training sessions. The intern coordinator may also call special meetings of either the representatives or the intern group as a whole, if this is deemed necessary.

16. ADDITIONAL TRAINING POSSIBILITIES. The preceding paragraphs in this Chapter, Training the Intern, describe the general structure of the Urban Intern Training Program and establish the guidelines for its execution. Training plans for individual interns or groups of interns can, and often should, be expanded. Some of the ways this can be accomplished are described below:

a. Expansion of rotational assignments to include more major program areas.

b. Extension of rotational assignments for longer time periods.

c. Inclusion of rotational assignments in local or state governmental units.

d. Assignment to another Federal agency concerned with urban problems (generally OEO, HEW, Labor or DOT).

e. Assignment for training in a neighborhood organization that will provide direct contact with inner-city residents.

17. RELATIONSHIP TO OTHER FORMAL TRAINING. Being an intern is a full-time job and formal training other than that which is part of the program for the intern group will be provided only when it does not interfere with regular intern training. After-hours university courses, interagency training, HUD in-service training and attendance at professional meetings may be made part of the intern's training plan if it does not require substantial adjustment in his schedule.

CHAPTER 3. THE FUNCTION OF THE SPONSOR

18. SELECTION OF SPONSORS. In the Central Office, individuals to serve as sponsors are to be recommended to the Under Secretary for his concurrence by each Assistant Secretary, by the Federal Insurance Administrator, and by the heads of staff offices reporting to the Secretary. In the regions they are to be recommended by the appropriate Assistant Regional Administrator to the Regional Administrator for his concurrence. Individuals who have the interest and capacity to develop young people should be recommended in all cases. Sponsors who are particularly successful in developing interns should be cited for their efforts. As stated in paragraph 2(e), the sponsor is normally the same individual as the supervisor. Any exceptions to this are to be approved in the same manner as the selection of the sponsor.

19. SPONSOR'S PREPARATION. Before an intern is actually assigned to a sponsor the latter's participation in orientation sessions is mandatory. Orientation is to accomplish the following objectives:

    a. Acquaint the sponsor with the background and purposes of the Urban Intern Training Program;

    b. Facilitate a discussion of problems of indoctrinating and training new college graduates;

    c. Encourage a discussion of ways and means of providing more effective and meaningful training for urban interns;

    d. Inform the sponsor of the mechanical workings and requirements of the Urban Intern Training Program; and

    e. Provide a forum in which sponsors can exchange knowledge and experience in dealing with and providing meaningful training for urban interns.

20. THE IMPORTANCE OF THE SPONSOR'S FUNCTION. The guidance, coaching and counsel by sponsors are key elements in the Urban Intern Training Program. The sponsor's role is a positive, not a passive one. All sponsors should recognize that the intern training program is not a training program in the conventional academic or classroom sense. The sponsor's responsibilities are personal and are not redelegable. The intern coordinator is to be alert to any situation that would prevent the establishment of the necessary rapport or the continuation of a good relationship between the sponsor and the intern and, if necessary, to take or recommend necessary corrective action which may include the reassignment of the intern.

21. THE SPONSOR'S JOB IN GUIDING THE INTERN. The sponsor is expected to maintain continuous familiarity with the needs, interests and abilities of the intern so that he can recommend ways in which the intern could gain knowledge and experience. These include:

a. Developing an appreciation and understanding of urban development concepts, the role of HUD, and the relationship of HUD's mission to the urban scene in general;

b. Arranging for additional training and academic experience that will help fill any gaps in knowledge and understanding that weaken the intern's potential effectiveness as a staff member;

c. Stimulating an appreciation of the way informal and formal organizations work in HUD, among HUD program participants, and in urban society;

d. Making specific reading assignments to develop the intern's grasp of urban problems.

22. ROTATIONAL ASSIGNMENTS. The sponsor is responsible for arranging for the regular rotational assignments described in paragraph 11 and for documenting the arrangements on HUD Form 141B, Urban Intern Training Plan which is forwarded to the training committee for review. A copy of this form is attached as Appendix 1.

23. READING MATERIALS. The assignment of appropriate reading materials for interns is necessary to provide a thorough grounding in the field of housing and urban development and to enhance their professional knowledge of their occupational field. Although reading assignments are left primarily to the discretion of individual sponsors at least one major work in each of the following subject matter areas is required reading for all interns.

a. The general problems and processes of urban development--including renewal and redevelopment, urban and suburban politics, urbanization, metropolitan development, and urban planning and design.

b. The economic aspects of housing and urban development--including the real estate and mortgage markets, the construction industry, the entrepreneur and urban development, and the fiscal problems of cities.

c. The human and social problems of urban development--including housing and race, relocation, low-income housing, housing the aged, and the newcomer on the urban scene.

24. REVIEWING WRITTEN REPORTS. Interns are required to prepare written reports on all phases of their internship, including rotational assignments and conferences and field trips. Such reports are required on a quarterly basis unless the sponsor calls for a report at more frequent intervals. The sponsor should review these reports carefully and discuss their contents with the intern. The quality of the reports will give the sponsor some measure of the intern's ability to express himself in writing as well as an indication of the value of his work and reading assignments.

25. EVALUATING THE INTERN. Evaluating the intern's progress and communicating with the intern concerning it are among the most important functions of each sponsor. A sponsor will meet with the intern, at least monthly, so that both can assess the progress made. It is the sponsor's duty to:

    a. Establish realistic knowledge and performance goals for (or with) the intern and make certain that he understands them; and

    b. Give the intern regular and specific information on how he is progressing and, as specifically as possible, what he can do to improve. Any adverse evaluations of work performed by the intern should be promptly discussed with him.

26. WRITTEN EVALUATIONS by the sponsor are a required part of assessing the intern's work. The sponsor is to prepare a written evaluation on HUD Form 141A, Urban Intern Evaluation and submit it to the appropriate Intern Training Committee when the intern has completed four and one-half months of internship and again when he has completed nine and one-half months of internship. A copy of this form is attached as Appendix 2. Evaluations may be submitted at shorter intervals either at the sponsor's option or at the request of the Intern Training Committee. Each sponsor's evaluation should be accompanied by copies of the intern's reports for the period covered by the evaluation. The sponsor's evaluations would assess the intern's potential. He should recommend that the intern be retained in program; dropped from the program; reassigned to another sponsor or work situation; or considered for dismissal. The sponsor or the training committee may request an additional evaluation from a working supervisor who has had significant contact with the intern during a special or rotational assignment.

CHAPTER 4. INTERN TRAINING COMMITTEES

27. COMPOSITION. The HUD Intern Training Committee, composed of a minimum of six members representing a cross-section of program managers, supervisors, and former interns, is appointed by the Director of Personnel. Each Regional Administrator appoints a similar regional committee consisting of six to nine staff members from his region. Members of this committee will be selected from nominations made by each Assistant Secretary, by the Under Secretary and by the Secretary and will represent the organizations of the official who made the nomination.

28. REVIEW OF PROPOSED ROTATIONAL ASSIGNMENT SCHEDULES. The appropriate training committee is to review and approve the proposed regular rotational assignments submitted by sponsors to see that they are sufficiently comprehensive to provide the intern with overall knowledge of HUD programs. The training committee may request the sponsor to present his proposed plan in person.

29. INTERN EVALUATION. The appropriate training committee is responsible for interviewing interns at least twice during their training period. Normally the full committee will not meet to interview individual interns. Instead, a panel of two to five committee members will act for the committee. The training committees' interview panels will conduct individual interviews with each intern no later than the fifteenth day of the fifth month of his internship, at the end of the tenth month, and at other times at the option of the committee or, as appropriate, at the request of the individual intern.

30. OBJECTIVES OF EVALUATION. The interviews and other evaluation processes with which the committee is concerned are for the following purposes:

    a. To ascertain the intern's depth of understanding of the Department's organization, policies and program;

    b. To gain an impression of the intern's ability to express himself;

    c. To ascertain if the intern's assignment in the Department is generally appropriate;

    d. To determine generally the effectiveness of the intern's training program and sponsor;

e. To determine what the intern has learned about his job; and

f. To find ways to improve the program for all interns.

31. RESULTS OF EVALUATION. On the basis of the sponsor's written appraisal, the HUD Form 141, Record of Training, the intern's written reports, and the training committee's impressions of the intern gained during interviews and through other evaluation processes, the training committee recommends the next steps to be taken in the intern's training. For interns in the Central Office the recommendation is made to the Director of Personnel and for employees of the regional offices to the appropriate Regional Administrator.

a. Satisfactory Evaluations. If the intern is judged to be making satisfactory progress, a recommendation to proceed with training will be made by the appropriate training committee at the end of five months of internship. At the end of ten months if a Central Office intern is making satisfactory progress and has met the requirements of the Urban Intern Training Program, the training committee recommends his promotion to the Director of Personnel. If a regional office intern meetssimilar requirements, at the end of ten months, the training committee recommends his promotion to the Regional Administrator.

b. Unsatisfactory Evaluations. If at the end of either the five-month or the ten-month period the sponsor's evaluation is unsatisfactory, the training committee must make a recommendation on the appropriate action to be taken after they have ascertained from the intern and the sponsor the circumstances leading to the unfavorable evaluation. At the end of five months of internship the committee may recommend that the intern be reassigned to another organization or sponsor, dropped from the program, or separated. At the end of ten months of internship the committee may recommend that the intern be given additional training; that he be dropped from the program; or be separated. If further training is recommended, the intern must be reevaluated by both the sponsor and the committee.

32. ACTION ON EVALUATION. Within fifteen days after submission of the intern training committee's recommendations, the Director of Personnel in the Central Office or the Regional Administrator in the regional office, will act on their recommendations.

CHAPTER 5. THE INTERN'S OBLIGATIONS

33. INTRODUCTION. The ultimate value of the urban intern training to any intern depends upon the individual effort he puts into it. The intern's selection and training are based on the premise that he has a sincere and dedicated interest in a career in urban development. All urban interns therefore are expected to:

a. Put forth their best efforts in their work assignment and devote off-duty hours to reading and report drafting when necessary.

b. Consult with and inform their sponsors, project supervisors, or others to whom they may be reporting regarding absence from their post of duty for training purposes.

c. Seek out and study articles, charts, manuals, and other informational material, describing the programs, structure and function of organizations to which they are to have rotational assignments.

d. Look beyond the immediate work assignment or training situation to understand its long-range implications.

e. Cultivate an inquiring mind about Departmental matters and develop an active interest in all aspects of urban development.

f. Strive constantly to develop good work habits and to contribute to the mission of the office to which assigned.

g. Remember that in being assigned to offices outside their own they are being extended guest privileges with the accompanying obligations that such status entails.

h. Remember that they are members of a group of employees on which the Department is expending particular effort and attention, and from which the Department expects special effort and high quality performance.

34. SUMMARY OF REQUIREMENTS FOR SATISFACTORY COMPLETION OF INTERNSHIP.

a. Training Period. No less than one year in training status. An individual training plan is written by the sponsor in consultation with the intern and approved by the intern training committee.

b. Orientation and Urban Intern Seminars. Attendance at initial orientation and the urban intern seminars is required.

c. Target Assignment. The intern shall have a four-month productive assignment in his own organization which is identified as a target assignment.

d. Regular Rotational Assignment. A minimum of 12 weeks including assignments in at least two major HUD organizational components outside of the intern's own. Each area assignment in the major HUD component must be at least four weeks long.

e. Geographic Rotation. In addition to the rotational assignments specified above, each intern in a regional office will spend four weeks in the Central Office and each intern initially assigned in the Central Office will spend four weeks in a regional office. This geographic rotation is to be to an office whose work is related to the work done by the organization to which the intern is assigned for his four-month productive assignment, identified in c. above as his target assignment.

f. Reading. Required reading in subjects indicated in this handbook plus additional materials at the option of the sponsor.

g. Written Reports. Written reports to the sponsor on at least a quarterly basis throughout the internship.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

URBAN INTERN TRAINING PLAN

Submit two copies of this form to the Training Committee for its review. One copy will be returned to the Sponsor after the Training Committee has taken action.

NAME OF INTERN	TITLE AND GRADE OF INTERN
ORGANIZATION	INTERNSHIP DATES FROM: TO:

A. Initial 4-month Assignment *(Please describe nature of assignment; citing examples of typical tasks to be performed)*

B. Proposed Rotation Schedule *(Minimum 16 weeks.)*

PROPOSED ASSIGNMENT *(Please describe its purpose and nature)*	ORGANIZATIONAL LOCATION	DATES

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410.3

Appendix 1

PROPOSED ASSIGNMENT *(Please describe its purpose and nature)*	ORGANIZATIONAL LOCATION	DATES

C. Subsequent Assignments *(Please describe nature of assignments following completion of rotation requirements)*

D. Out-Service Training, Seminars, Professional Meetings, and HUD In-Service Training Contemplated

SIGNATURE OF SPONSOR	DATE SIGNED

TRAINING COMMITTEE ACTION:

☐ THE PLAN IS APPROVED AS SUBMITTED.

☐ THE COMMITTEE SUGGESTS THE FOLLOWING MODIFICATIONS:

SIGNATURE OF THE CHAIRMAN, TRAINING COMMITTEE	DATE SIGNED

229939 HUD-Wash., D. C.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT **URBAN INTERN EVALUATION**	PERIOD COVERED FROM:	TO:

This form is to be completed by Intern Sponsors in providing Training Committees with required periodic evaluations of their Interns, and by staff members who supervise Interns on rotating work assignments of one week or more.

NAME OF INTERN	TITLE AND GRADE OF INTERN

THIS EVALUATION BY: ☐ SPONSOR ☐ WORK ASSIGNMENT SUPERVISOR

PLEASE INDICATE ASSIGNMENTS COMPLETED TO DATE UNDER URBAN INTERN TRAINING PLAN SUBMITTED ON HUD-141. EXPLAIN ANY DEPARTURES OR OMISSIONS FROM THAT PLAN.

COMMENT BRIEFLY ON EACH OF THE FOLLOWING ELEMENTS AS THEY RELATE TO THIS INTERN	
GENERAL COMPETENCE (Soundness of decisions, solutions and recommendations. Quality of work produced.)	
ORAL EXPRESSION (Expression of ideas in a clear, concise and convincing manner in both face-to-face and conference situations.)	

HUD-141A (11-68) PREVIOUS EDITION IS OBSOLETE

410.3

Appendix 2

COOPERATION (Exercising tact and diplomacy and maintaining effective relationships; working harmoniously with others; considering other viewpoints.)	
WRITTEN EXPRESSION (Expression of facts in a simple, clear, precise and convincing manner.)	
INITIATIVE (Developing constructive ideas and taking necessary steps to get things done.)	
ACCEPTANCE OF RESPONSIBILITY (Attitude toward assignments and dependability in carrying them out.)	

ADDITIONAL COMMENTS:

SIGNATURE OF EVALUATOR	DATE SIGNED

TO BE COMPLETED BY SPONSORS ONLY: *(Please attach additional documentation if more explanation is indicated.)*

SPONSOR RECOMMENDATION: ☐ DISMISS ☐ DROP FROM PROGRAM ☐ REASSIGN ☐ CONTINUE IN PROGRAM AND GIVE ADDITIONAL TRAINING ☐ PROMOTE

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